



Chapter Ten

OPERATIONS MANUAL for CNFJ Regional Facility Management System –July 2003

CHAPTER 10 REFERENCES

a. **REGIONAL FACILITY MANAGEMENT SYSTEM**

Strategic Plan 2003-2006



<http://www.pwcyoko.navy.mil/rfms/RCG/SBP.pdf>

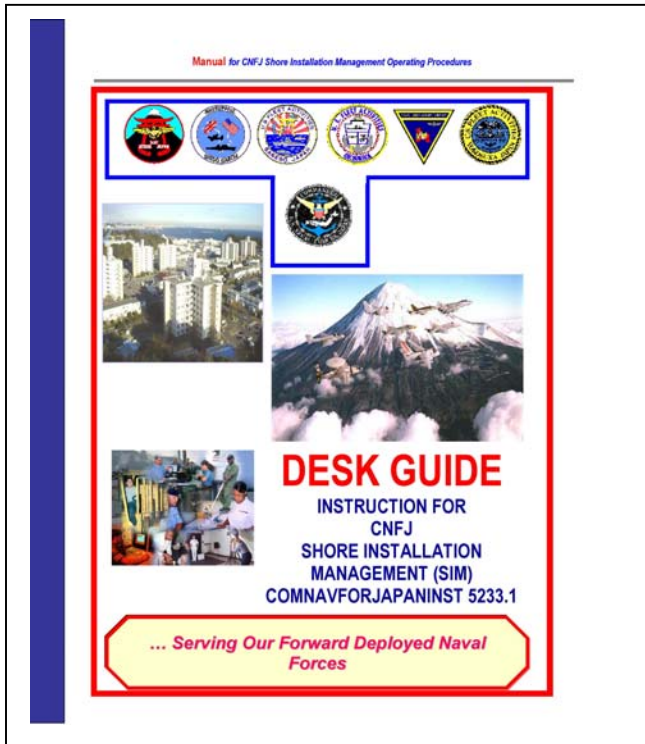


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b. DESK GUIDE FOR SHORE FACILITY INSTALLATION

CNFJ Instruction 5233.1



<http://www.pwcyoko.navy.mil/rfms/DG/DGSIM.pdf>



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c. REGIONAL COMMANDER'S GUIDANCE ON RFMS IMPLEMENTATION

R 190550Z MAR 02

FM COMNAVFORJAPAN YOKOSUKA JA//00//

TO RUAYAAX/NAF ATSUGI JA//00//

RUYNAB/NAF MISAWA JA//00//

RHMFIIU/COMFLEACT SASEBO JA//00//

RUAYAAJ/COMFLEACT SASEBO JA//00//

RHMFIIU/COMFLEACT OKINAWA JA//00//

RHAKAAA/COMFLEACT OKINAWA JA//00//

RUYNACN/COMFLEACT YOKOSUKA JA//00//

RHMFIIU/NAVSUPPFAC DIEGO GARCIA//00//

RUVNSAO/NAVSUPPFAC DIEGO GARCIA//00//

INFO RHHMHAA/CINCPACFLT PEARL HARBOR HI//N46//

RHHMHBA/CINCPACFLT PEARL HARBOR HI//N46//

RHMFIIU/COMNAVFORJAPAN YOKOSUKA JA//N01/N01BM/N01CP/N8R//

RUYNAC/COMNAVFORJAPAN YOKOSUKA JA//N01/N01BM/N01CP/N8R//

RHMFIIU/PWC YOKOSUKA JA//00//

RUYNAAW/PWC YOKOSUKA JA//00//

BT

UNCLAS PERSONAL FOR COMMANDERS AND COMMANDING OFFICERS

CNFJ REGION FAR EAST FROM REAR ADMIRAL CHAPLIN //N00000//

MSGID/GENADMIN/COMNAVFORJAPAN//

SUBJ/REGIONAL COMMANDER'S GUIDANCE ON RFMS IMPLEMENTATION//

REF/A/DOC/CNFJ/13NOV01/-/NOTAL//

NARR/REF A IS CNFJ ANNOUNCEMENT OF REGIONAL COMMANDER
DECISION TO REGIONALIZE ALL PUBLIC WORKS FUNCTIONS USING
REGIONAL FACILITY MANAGEMENT SYSTEM//

RMKS/1. THE PURPOSE OF THIS MESSAGE IS TO PROVIDE LEADERS AND MANAGERS OF THE CNFJ
REGION TEAM CLEAR GUIDANCE FOR IMPLEMENTING THE REGIONAL FACILITY MANAGEMENT
SYSTEM (RFMS), INITIATED BY REF A.

2. CONTEXT. LET ME BEGIN BY PUTTING THIS IMPORTANT STRATEGIC INITIATIVE IN ITS PROPER
CONTEXT. SHORE FACILITY MANAGEMENT IS NOT WAR FIGHTING. THE OBJECTIVES AND RULES
ARE DIFFERENT. FACILITY MANAGEMENT IS AN ESSENTIAL SUPPORT FUNCTION THAT IS BEST
OPERATED AND DELIVERED USING PROVEN BUSINESS PRACTICES. OUR REGION BUSINESS
OBJECTIVES ARE HIGHEST QUALITY OF SERVICE (EFFECTIVENESS) AND MAXIMUM RETURN ON
INVESTMENT (EFFICIENCY). ACHIEVING THESE IMPORTANT OBJECTIVES IS OUR OVER-ARCHING
GOAL.

3. NEW BUSINESS MODEL.

A. THE CHANGE TO RFMS REQUIRES A "PARADIGM SHIFT" IN SUPPORT FUNCTION MANAGEMENT.
BASE COS SHOULD FOCUS ON DEFINING EXPECTATIONS, IDENTIFYING NEW OR UNSATISFIED
REQUIREMENTS, AND SETTING EXECUTION PRIORITIES, VICE DAY-TO-DAY MANAGEMENT OF
SUPPORT SERVICE EXECUTION.

B. TO ACHIEVE OUR REGION BUSINESS OBJECTIVES, I HAVE DIRECTED MY ON-STAFF FACILITIES
MANAGEMENT PROFESSIONAL (REGIONAL ENGINEER) TO LEAD AND MANAGE A REGIONAL
FACILITY MANAGEMENT SERVICE DELIVERY SYSTEM, CALLED RFMS. RFMS IS A MATRIX
SERVICE DELIVERY SYSTEM WITH CENTRAL OVERALL MANAGEMENT AND A COMBINATION OF
CENTRAL AND LOCAL SERVICE DELIVERY.

C. THE RFMS BUSINESS MODEL IS ENTIRELY CONSISTENT WITH BEST BUSINESS PRACTICES OF
COMMERCIAL INDUSTRY, WHERE LARGE CORPORATIONS CENTRALLY MANAGE THE FACILITIES
OF MULTIPLE PLANTS AND OFFICES. PLANT MANAGERS FOCUS ON THE PRIMARY MISSION,



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DEFINE SUPPORT REQUIREMENTS, AND ASSESS SUPPORT EFFECTIVENESS. THE PRIVATE SECTOR TREND IS TO: (1) "OUT SOURCE" SUPPORT FUNCTIONS SO LINE MANAGERS CAN FOCUS ON CORE MISSION ACCOMPLISHMENT AND (2) ENABLE SUPPORT FUNCTION SPECIALISTS WITH THE FLEXIBILITY TO MANAGE EXECUTION FOR MAXIMUM EFFECTIVENESS AND EFFICIENCY.

4. REGIONAL RESOURCE MANAGEMENT.

A. RFMS WILL CENTRALLY MANAGE FACILITY MANAGEMENT RESOURCES, INCLUDING FACILITY FUNDING (PM, QM, EC, AND FACILITIES RELATED OB FUNDING LINES) AND FACILITY POSITIONS (MLC, USCS, MILITARY). THIS INCLUDES ALL REGION RESOURCES DEDICATED TO FACILITY MANAGEMENT FUNCTIONS AS OF THE FY02 BASELINE.

B. SINCE THE PRIMARY OBJECTIVE OF RFMS IS TO IMPROVE PROGRAM EFFECTIVENESS, THE REGIONAL ENGINEER WILL NORMALLY BE GIVEN AUTHORITY TO REINVEST AND REALIGN FACILITY MANAGEMENT RESOURCES TO IMPROVE SERVICE DELIVERY, ESPECIALLY DURING THE RFMS IMPLEMENTATION WINDOW (FY02/03). WHEN "SAVINGS" OCCUR AS A RESULT OF RFMS PROCESS IMPROVEMENT, THE CNFJ REGIONAL RESOURCE MANAGEMENT BOARD WILL DETERMINE HOW BEST TO APPLY SAVINGS (REDUCED COST OF RFMS PROGRAM, OR CONTRIBUTION TO ANOTHER REGIONAL PROGRAM FOR DOCUMENTED UNBUDGETED REQUIREMENTS).

C. WE WILL SOON CHARTER THE RFMS RESOURCE MANAGEMENT TEAM THAT WILL FURTHER DEFINE ROLES AND PROCESSES FOR MANAGING THE REGION'S FACILITY RESOURCES. THE TEAM WILL BE COMPRISED OF BOTH REGIONAL STAFF AND DBASE REPRESENTATIVES.

5. THE WAY AHEAD. I AM CHALLENGING THE REGIONAL ENGINEER TO IMPLEMENT RFMS ON THE MOST AGGRESSIVE TIMELINE.

A. RFMS WILL BE DESIGNED AND IMPLEMENTED BY ELEVEN RFMS IMPLEMENTATION TEAMS, CHARTERED BY THE DEPUTY REGIONAL COMMANDER, EACH WORKING ON A SPECIFIC COMPONENT OF THE OVERALL RFMS SYSTEM.

B. RFMS WILL STAND UP IN TWO PHASES. PHASE I WILL INCLUDE THE REGIONAL ENGINEER COMPONENT, THE YOKOSUKA PW TEAM, THE PLANNING/CONSTRUCTION BUSINESS LINE, AND THE ENVIRONMENTAL BUSINESS LINE. THE TARGET TO STAND UP PHASE I IS 01JUL02. THE RFMS PHASE I PACKAGE IS NEARLY READY FOR FINAL REVIEW AND APPROVAL.

C. FOUR ADDITIONAL IMPLEMENTATION TEAMS WILL BE CHARTERED WITHIN THE NEXT THREE MONTHS. PHASE II WILL INCLUDE THE UTILITIES BUSINESS LINE, ENGINEERING BUSINESS LINE, MAINTENANCE/SERVICES BUSINESS LINE, TRANSPORTATION BUSINESS LINE, SEABEE EMPLOYMENT PLAN, RFMS RESOURCE MANAGEMENT PROCESSES, AND RFMS SUPPORT PROCESSES. THE OBJECTIVE IS TO HAVE PHASE II STAND UP ON 01OCT02, THE FIRST DAY OF FY03. TRANSITION TO FULL IMPLEMENTATION OF RFMS WILL CONTINUE WITH TARGET COMPLETION IN SEP03.

6. REGIONAL TEAM EFFORT. AS I HAVE SAID BEFORE, THE RFMS INITIATIVE IS ABOUT IMPROVING EFFECTIVENESS BY USING A BETTER BUSINESS MODEL. I DIRECTED IMPLEMENTATION OF RFMS AND CHALLENGED MY REGIONAL ENGINEER TO GET IT DONE ON THE MOST AGGRESSIVE TIMELINE POSSIBLE. IT WILL TAKE A TOTAL CNFJ REGION TEAM EFFORT TO BE SUCCESSFUL. PLEASE DO YOUR PART TO SUPPORT THIS INITIATIVE AND SCHEDULE.

7. FEEDBACK WELCOME. I INVITE YOUR FEEDBACK ON HOW BEST TO IMPLEMENT RFMS. RFMS IMPLEMENTATION TEAMS WILL PROVIDE EXECUTIVE REPORTS TO THE REGIONAL ADVISORY BOARD FOR REVIEW AND APPROVAL. WE WILL ALSO DISCUSS OVERALL RFMS IMPLEMENTATION AT OUR UPCOMING CNFJ REGIONAL COMMANDER'S CONFERENCE AT THE END OF APRIL IN SASEBO.

8. RADM CHAPLIN SENDS.//



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d. REGIONAL COMMANDER'S SRM INVESTMENT STRATEGY

R 170415Z JUN 03
FM COMNAVFORJAPAN YOKOSUKA JA
TO RUAYAAX/NAF ATSUGI JA//00//
RUBDPLA/NAF MISAWA//00//
RHMFIUU/COMFLEACT SASEBO JA//00//
RUAYAAJ/COMFLEACT SASEBO JA//00//
RHMFIUU/COMFLEACT OKINAWA JA//00//
RHAKAAA/COMFLEACT OKINAWA JA//00//
RUYNACN/COMFLEACT YOKOSUKA JA//00//
RUVNSAO/NAVSUPPFAC DIEGO GARCIA//00//
RUYNABW/NAVSHIPREFAC YOKOSUKA JA//00//
RUYNACF/NAVHOSP YOKOSUKA JA//00//
RUYNJSG/FISC YOKOSUKA JA//00//
INFO RHOVVKG/COMSEVENTHFLT
RHOVCVV/CTF 70
RUAYJAA/CTF 72
RHOVVKG/CTF 74
RUHBVMA/CTF 76
RUBDPLA/COMNAVFORJAPAN YOKOSUKA//N01/N01BM/N01CP/N01RE/N8R//
RUBDPLA/PWC YOKOSUKA JA//00//
BT

UNCLAS//PERSONAL FOR COMMANDERS AND COMMANDING OFFICERS
FROM REAR ADMIRAL CHAPLIN//N00//
SUBJ/REGIONAL COMMANDER'S SRM INVESTMENT STRATEGY//
REF/A/VTC/CNFJ/YMD:20030416//
REF/B/DOC/CNFJ/YMD:20021113//
REF/C/DOC/CNO/YMD:20030103//
REF/D/DOC/ASN I AND E/YMD:20020820//
REF/E/MSG/CNFJ/190550ZMAR2002//
NARR/REF A WAS VIDEO TELECONFERENCE WITH BASES AND MAJOR SHORE COMMANDS AT WHICH JFIP FUNDING OUTLOOK WAS BRIEFED.
REF B IS CNFJ REGIONAL FACILITY MANAGEMENT SYSTEM (RFMS) STRATEGIC PLAN FOR 2003 TO 2006.
REF C IS CNO GUIDANCE FOR 2003.
REF D IS THE DEPARTMENT OF NAVY FACILITIES INVESTMENT PLAN.
REF E (NOTAL) PROVIDED COMMANDER'S GUIDANCE ON RFMS IMPLEMENTATION.//
POC/RAME HEMSTREET/CAPT/CNFJ/LOC:YOKOSUKA JA
/EMAIL:HEMSTREET.HUGH@CNFJ.NAVY.MIL DSN# 243-5323//

RMKS/1. THE PURPOSE OF THIS MESSAGE IS TO EXPLAIN THE REGIONAL SUSTAINMENT, RESTORATION, AND MODERNIZATION (SRM) PROGRAM STRATEGY, AND PROVIDE SPECIFIC GUIDANCE REGARDING PRIORITIZATION OF THE MAJOR INFRASTRUCTURE INVESTMENTS PROGRAMMED THROUGH THE JAPANESE FACILITIES IMPROVEMENT, MILITARY CONSTRUCTION AND SPECIAL PROJECTS PROGRAMS.

2. CONTEXT. CNFJ IS RESPONSIBLE FOR THE MAINTENANCE AND RECAPITALIZATION OF OVER \$5B WORTH OF INFRASTRUCTURE AND FACILITIES IN THE REGION. AS EXPLAINED DURING REF A, THE JFIP FUNDING AVAILABLE TO RESTORE AND MODERNIZE THOSE FACILITIES IS DECLINING. AFTER APPROACHING \$200M/YEAR IN THE LATE 1990S, NAVY'S CATEGORY D FUNDING IS EXPECTED TO BE ONLY \$90M IN JFY04. AS FOR SUSTAINMENT, CURRENT BUDGET CONTROLS INDICATE THAT RESOURCE MANAGEMENT SYSTEM (RMS) SRM FUNDING WILL



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INCREASE IN FY04, YET THE MONEY AVAILABLE WILL REMAIN LESS THAN WHAT THE FACILITIES SUSTAINMENT MODEL (FSM) ESTIMATES IS REQUIRED TO ADEQUATELY MAINTAIN ALL OF OUR FACILITIES. THEREFORE, WE MUST FOCUS THE SCARCE RESOURCES AVAILABLE ON THE MOST CRITICAL NEEDS, AND DEVELOP INNOVATIVE SOLUTIONS FOR THOSE REQUIREMENTS THAT WE CANNOT AFFORD. AS EMPHASIZED IN REFS A AND B, IT IS IMPERATIVE THAT WE MAXIMIZE THE RETURN ON INVESTMENT OF EVERY DOLLAR SPENT ON SRM. ONE OF THE GOALS INCLUDED IN REF B IS PUBLICATION OF THIS CNFJ FACILITIES INVESTMENT STRATEGY, AND ITS APPLICATION TO THE ALLOCATION AND PRIORITIZATION OF SRM FUNDING.

3. GENERAL GUIDANCE. OUR SRM INVESTMENT STRATEGY MUST FIRST ALIGN WITH THE GOALS OF SECNAV AND CNO, AS DETAILED IN REFS C AND D. THESE CAN BE SUMMARIZED AS FOLLOWS:

- FUND SUSTAINMENT TO MATCH STANDARD FSM BENCHMARKS.
- FULLY RESTORE AND MODERNIZE THE FACILITY INVENTORY, ACHIEVING A 67-YEAR SHORE INFRASTRUCTURE RECAPITALIZATION RATE BY FY07.
- ACHIEVE INSTALLATION READINESS REPORTING SYSTEM F2 OVERALL RATING FOR ALL FACILITIES ANALYSIS CATEGORIES BY 2010.
- COMPLETE HOMEPORT ASHORE TO MOVE ALL SINGLE SEA DUTY SAILORS TO BACHELOR QUARTERS.
- ELIMINATE INADEQUATE FAMILY AND BACHELOR HOUSING.
- CONSIDER LIFE-CYCLE COSTS OF ALL INITIATIVES, PARTICULARLY ENERGY COSTS.
- DEMOLISH OR RELEASE EXCESS AND OBSOLETE FACILITIES.

IN ORDER TO MAKE PROGRESS ON THESE GOALS WITH THE RESOURCES AVAILABLE, OUR DECISIONS SHOULD BE PRECEDED BY ANSWERING THREE BASIC QUESTIONS:

- 1) DOES THE PROJECT SUPPORT THE MISSION OF THE FORWARD DEPLOYED NAVAL FORCE? THIS MAY SEEM OBVIOUS, BUT OFTEN IT IS EASY TO BECOME CONVINCED OF THE NECESSITY OF A PROJECT THAT IN REALITY DOES NOT SIGNIFICANTLY CONTRIBUTE TO THE MISSION. WE CANNOT CONTINUE TO BUILD FACILITIES OF MARGINAL VALUE WHEN WE CANNOT AFFORD TO MAINTAIN THE CRITICAL FACILITIES WE ALREADY OWN.
- 2) HAVE ALL ALTERNATIVES BEEN EXPLORED? FOR INSTANCE, SOMETIMES OPPORTUNITIES EXIST TO ELIMINATE FACILITIES REQUIREMENTS RATHER THAN INVEST IN NEW FACILITIES. CREATIVELY AND AGGRESSIVELY EXPLORE OPPORTUNITIES TO FULFILL FACILITY REQUIREMENTS THROUGH PARTNERSHIPS WITH OUR SISTER SERVICES, JOINT USE AGREEMENTS WITH THE JAPANESE SELF-DEFENSE FORCES, OR THE LOCAL COMMUNITY.
- 3) HAVE ALL FUNDING SOURCES BEEN EXPLORED? ENSURE THAT ISSA'S ARE UPDATED, ONLY VALID TENANTS ARE UTILIZING NAVY FACILITIES, AND THAT TENANTS REIMBURSE CNFJ FOR FACILITIES SERVICES IAW DOD FINANCIAL GUIDANCE.

4. REGIONAL PROJECT PRIORITIZATION PROCESS.

A. IN ORDER TO ENSURE THE GOALS LISTED ABOVE ARE BEING ADVANCED, ALL JFIP, MILCON AND SPECIAL PROJECTS WILL BE PRIORITIZED BASED ON

- CONTRIBUTION TO REDUCING IRRS F3 AND F4 RATING.
- CONTRIBUTION TO ACHIEVING 67-YEAR RECAPITALIZATION RATE.
- IMPORTANCE OF PROPOSED FACILITY TO FORWARD DEPLOYED NAVAL FORCE MISSION AND/OR ACHIEVING SECNAV/CNO GOALS.

5. TASKS.

- A. THE REGIONAL ENGINEER SHALL:
- ANNUALLY BY 31 AUGUST PROPOSE TO THE REGIONAL RESOURCE MANAGEMENT BOARD (RRMB) A PROJECT SCORING SYSTEM IAW THE CRITERIA LISTED IN PARA 4. ONCE APPROVED BY THE RRMB, THIS SYSTEM WILL BE USED TO PRIORITIZE THE REGION'S JFIP, MILCON AND SPECIAL PROJECTS PROGRAM SUBMISSIONS DURING THE UPCOMING FISCAL YEAR.
 - UTILIZE JAPAN RELOCATION PROGRAM AND JFIP CATEGORY A WHENEVER APPROPRIATE FOR HOST NATION FUNDED CONSTRUCTION IN ORDER TO CONSERVE CATEGORY D RESOURCES.



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- AGGRESSIVELY PURSUE NAF AND OTHER NON-RMS FUNDING SOURCES, WHERE APPROPRIATE.
- PURSUE OPPORTUNITIES FOR FACILITY CONSOLIDATION AND REDUCED FOOTPRINT.
- DEVELOP PUBLIC-PRIVATE VENTURE AND/OR LEASE/CONSTRUCT PROGRAMS TO ALLEVIATE HOUSING SHORTFALLS.
- ADVOCATE FOR THE PM/QM RESOURCES REQUIRED TO ATTAIN BENCHMARKS AS DEFINED BY THE FSM.
- PER REF E, MANAGE FACILITY FUNDING FOR MAXIMUM EFFECTIVENESS AND EFFICIENCY.
- ALLOCATE RMS PM/QM FUNDS TO BASES IAW FACILITIES. SUSTAINMENT MODEL AND THE SUSTAINMENT GOALS LISTED ABOVE.
- ENSURE PM/QM AND OTHER FUND SOURCES ARE EXECUTED WITHIN ESTABLISHED CONTROLS.
- B. THE RRMB WILL:
 - ANNUALLY NLT 30 SEPTEMBER APPROVE A PROJECT SCORING SYSTEM FOR THE UPCOMING FISCAL YEAR.
- C. BASE CO'S AND PWO'S WILL:
 - ENSURE LOCAL-AUTHORITY RMS PM/QM FUNDS ARE SPENT CONSISTENT WITH THE GOALS OUTLINED IN THIS CNFJ FACILITIES INVESTMENT STRATEGY.
 - SUBMIT RECOMMENDATIONS TO THE REGIONAL ENGINEER CONCERNING THE ANNUAL PROJECT SCORING SYSTEM, AND SUBMIT PROJECTS THAT WILL COMPETE WELL AGAINST THE CRITERIA ESTABLISHED.
 - IDENTIFY OPPORTUNITIES FOR FACILITY DEMOLITION AND/OR CONSOLIDATION.
- D. REGIONAL BUSINESS OFFICE WILL:
 - COORDINATE WITH THE BASES AND TENANTS TO ENSURE ALL ISSA'S ARE ACCURATE AND UP-TO-DATE.
- E. THE REGIONAL COMPTROLLER WILL:
 - SET FUNDING CONTROLS AS PROVIDED BY HIGHER AUTHORITY AND MONITOR OBLIGATION RATES.

6. REGIONAL TEAM EFFORT. AS I FIRST EXPLAINED IN REF E, THE RFMS INITIATIVE IS ABOUT IMPROVING EFFECTIVENESS BY USING A BETTER BUSINESS MODEL. AN IMPORTANT ELEMENT OF THIS NEW PARADIGM IS TO ENSURE WE MAXIMIZE THE USE OF SCARCE RESOURCES ACROSS THE AOR, RATHER THAN ALLOW DISPARITIES TO OCCUR - HAVES AND HAVE- NOTS. IT WILL REQUIRE CONSTANT AND FRANK COMMUNICATION, AND A TOTAL CNFJ TEAM EFFORT TO BE SUCCESSFUL. PLEASE DO YOUR PART.

7. FEEDBACK WELCOME. I INVITE YOUR FEEDBACK ON WHAT OUR REGIONAL PRIORITIES SHOULD BE AND HOW BEST TO ACHIEVE THEM. HOWEVER, IT IS IMPERATIVE THAT EVERYONE INVOLVED IN FACILITIES MANAGEMENT UNDERSTAND THAT BOTH INNOVATION AND TOUGH CHOICES WILL BE NECESSARY IN ORDER FOR US TO CONTINUE TO DELIVER WORLD CLASS SERVICE TO THE FORWARD DEPLOYED NAVAL FORCE.

8. RADM CHAPLIN SENDS.//